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<u>CONFIDENTIAL</u>

Scently Information

Remarks of Constal Holter B. Smith

and his answers to questions conscining

CARLER SERVICE IN CIA

are the 8th Agency Ordentation Course, 21 November 1952

Carcideoup lo redicina a expensa ora oracide dead band even I stilles lineare which our propie would like to cak, not only in connection with the over-all business of the Assney, but in connection with their perconal curvary. Please have no harderiden in esting englishing virich ray occur to you. If I camot lyself mever your quarkless from the plutform, I will see that you got than ensumed by seasone who is possibly sero compotent and more familiar with the details than I. I want to resided you that the service of national intelligence and of national security has become a perfection, honoroble cercor. It is in offect a fourth cervice as compared with the three military services, and its operation will be continuous and accelerated in time of wor, under its sim command and under the own organization. Since the passage of the National Security het, intelligence is able to offer you promenent, secure and harmaile curvers and 14 is to your credit and to our edventage that you have accepted that carear carnestly and serioucly. I do not think that many of you will ever feel that you have made a . 9262 E.M

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Question: Regarding the stability of the Agency, will the change in the Administration here may effect on the Agency, and what would happen to us in time of het war?

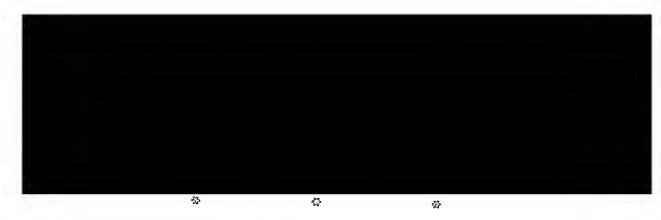
Consist Suith: Since this a statustory Agency engented by a career apriled, there will be no change with changed in the administration. The Director and his principal Deputius and assistants are non-political appointed and, while the Director himself must undoubtedly be a man when the chief becautive is willing to accept, and to whom he will give a contain vacuure of confidence, it is unlikely that you will ever have a Director whose status will change with changes in the Administration. As a statustory organization established to corrice the Marional Enveroment, there is no possibility of change that I can anticipate ever the long view; nor is there any in various, succept that, in theseives of active speciations — that is where shooting to going on — our personnel under the confor representative present

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Question: Are the Saniar Representatives oversess your elter egos?

Canoral Smith: Ter. With relation to appelf or to any future Director, they occupy the same position that the commander of a theatre of operations, in a military sense, would occupy with respect to the military heads in Washington.

Question: What do you think about the policy of rotation of individuals in key spots, in keeping with the career consept?

Canaral Smith: Well, since I've ordered it and pressed it, I'm obviously in favor of it. I would like to amplify that a little bit. In the first place, one cannot conduct global operations, as we conduct than, exclusively and entirely controlled by a deak in Washington. In the second place, our people in the field believe, and unfortunately in some cases they ve had grounds to feel, that the men who are telling them what to do have never been on the sharp end of the stalck. There is a third and very impelling reason. An Agency of this kind, like a military agency, is extremely ill-advised if it keeps its boot talent at home. It should get the best people that it can - get the most experienced people that it has - the most reliable people that it has - out to the point of impact. Thus, when you issue on order to a man in the field, knowing him, knowing his capability and his reliability, you have every assurance that it will be properly carried out and that the duty will be well performed. Accordingly, it is desirable to get the people we have here occupying key positions, who have demonstrated their fitness for trust and competence, as rapidly as possible to the critical places outside of the United States which are the key to our effective operations.

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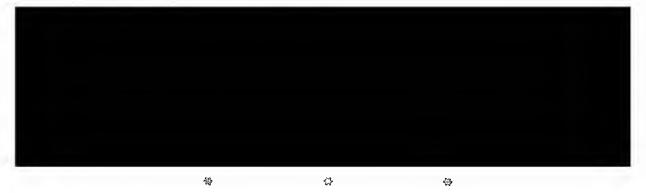
Question: Do you feel that there is enough working level cooperation between CIA Offices today, within the Limits, of course, of security?

Ceneral Smith: Yes, I think so. You have to try to arrive at a happy medium between the necessity of knowing and the actual need of knowing, particularly with regard to our sensitive Offices. At least, the intention of the policy and the desire to provide that cooperation exists, although the machinery, from time to time, has not been as effective as one would like. I hope to increase this by gradual transfer of qualified personnal from one Division of the Agency to another, to a greater extent than has heretofore obtained, so that each officer - each employee - will have a broader perspective than that given him by work within one particular Division in which he may well specialize. But he should have one or two elternate specialties, particularly when he goes out into the field.

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Questions Many CIA people have reserve status. Does the fact that a CIA employee is a member of an Army reserve hinder his career or help it in CIA?

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Question: Are you concerned about personnel turnover and are you taking steps to minimize it?

Ceneral Smith: Very much so. Our personnel turnover is by comparison relatively small, but it's still much too large. That's one of the reasons why I brought an Inspector General down here and used him available to anybody in the Agency who had any complaint of any kind. As you know, you all have opportunity also for a direct appeal to myself or Mr. Dulles if you feel that you have been a victim of injustice. So there is no excuse for anybody

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going unheard if they have a compleint or a legithmate question to relice with regard to their official or personal lives within the Agency. I will not, however, tolerate anybody going outside the Agency. I had a case about six months ago. Since it were a special one, I have decided to ignore it. One of our amployees wrote a letter to the Fresident - of course he handed it to me. But we have an Inspector Constant for that, and you can all come to someone.

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ituasidon: Since va can not tolerate medicerity in CIA, what does an ampleyee to when he finds it on the job?

Concrel Smith: If he is an executive, who is responsible for eliminating redicertty, he should promptly eliminate it. On the other hand, no one likes to be a talebearer, and no one likes a talebearer. In dealing with your subordinates, he completely cold-blooded in eliminating modicerity. Where you encounter it among your colleagues on the same level, just grit your teeth and hope that your immediate superior will be as quick to recognize it as you are.

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westion: With regard to the exticial colling on T/O's, to you waticipate that there will be further outs in the organization?

Journal Statch: No. I don't. Wo'll have to incress a little bit for walning purposes. It's a simple fact that while us have a rathor large personnel calling budgeted for, we can't got the qualified people to fill that perconnel ediling. They just simply don't axist. Wolve gons about the limit. Occasionally one may get from the outside very lighty qualified sen or women, tempt them in, twist thely went and got then to sign up on a carear besig. But those wro presentate heave and heave so us must depend on the grouper people that we are but tying up through the reales. Of course that is, in my technical sarthe like our own, the heart and soul of a corsor organization. Unioss comy private carries the baton of a field Dershall in his bagasesk, he hem't very much to look forword to. Inlass avery juries efficer has the right to expect pronotion through the dischest and withantengo carrorantly to occupy the bighest post is the estant of his chalce, there is very little to hold him in his les. So, my intention to to keep our muders down, to be collective invended of expension, and to look more and more to the juniors to 2011. The company posts.

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